MMBA121AET

Enterprise Analysis

MBA

2 Year Programme

First Semester

Centre for Distance and Online Education

Maulana Azad National Urdu University

Hyderabad-32, Telangana- India

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Message

Maulana Azad National Urdu University (MANUU) was established in 1998 through an Act of Parliament. It is a Central University accredited with an A+ grade by the National Assessment and Accreditation Council (NAAC).

The University was founded with the following objectives:

1. Promotion of the Urdu language,
2. Making professional and technical education accessible through Urdu,
3. Providing education through both conventional and distance modes, and
4. Giving special emphasis to women's education.

These goals make MANUU unique among central universities, giving it a distinct identity and mission. The National Education Policy (NEP) 2020 also emphasizes education in mother tongues and regional languages — a vision that perfectly aligns with MANUU's founding purpose.

The University's commitment to promoting knowledge through Urdu aims to make modern disciplines and contemporary learning accessible to Urdu-speaking students. For many years, a major challenge was the lack of academic materials in Urdu. Today, MANUU holds a collection of over 350 Urdu textbooks, and this number continues to grow with each semester.

In line with the vision of NEP 2020, the University takes pride in being part of the national mission to provide educational resources in mother and home languages. This initiative ensures that Urdu-speaking learners are not deprived of access to emerging fields of knowledge. The availability of study materials in Urdu has generated a renewed enthusiasm for learning and will contribute significantly to the intellectual growth of the Urdu-speaking community.

To facilitate the teaching-learning process for distance and online learners, MANUU's Centre for Distance and Online Education (CDOE) develops high-quality Self-Learning Materials (SLMs) in Urdu and related disciplines. The University provides these SLMs free of cost to its registered students, and they are also available at a nominal price for those interested in studying Management and Business Administration through Urdu. Additionally, e-SLMs in Urdu, Hindi, English, and Arabic are available for free download on the University's website.

It gives me immense satisfaction that, with the dedicated efforts of the faculty and authors, the publication of MBA (Distance and Online Learning) course books has begun on a large scale. I am confident that these efforts will fulfil the University's mission, serve the educational and professional needs of Urdu learners, and strengthen MANUU's meaningful presence in the national academic landscape.

With best wishes!

Prof. Syed Ainul Hasan
Vice Chancellor, MANUU

Message

In the present era, distance education has emerged as a highly effective and beneficial mode of learning across the world, enabling a vast number of people to pursue higher education. Keeping in view the educational needs of Urdu-speaking communities, Maulana Azad National Urdu University (MANUU) introduced the distance education system right from its inception. The University began its work in 1998 with the Directorate of Distance Education, and from 2004 onwards, regular programmes were launched, followed by the establishment of various departments.

The University Grants Commission (UGC) has played a vital role in strengthening the educational framework in the country. All the programmes offered under the Open and Distance Learning (ODL) mode at the Centre for Distance and Online Education (CDOE) are approved by the UGC–Distance Education Bureau (UGC-DEB). The UGC-DEB emphasizes aligning the curricula of distance and conventional education to maintain parity in academic standards. Being a dual-mode university that offers both distance and conventional education, MANUU introduced the Choice Based Credit System (CBCS) to meet these guidelines. The Self-Learning Materials (SLMs) are being redesigned — comprising six blocks with 24 units for undergraduate programmes and four blocks with 16 units for postgraduate programmes.

The CDOE currently offers 19 programmes, including Undergraduate (UG), Postgraduate (PG), B.Ed., Diploma, and Certificate courses, along with newly introduced skill-based programmes. From July 2025, the Centre launched four-year UG programmes aligned with the National Education Policy (NEP) 2020, covering B.A., B.Sc., and B.Com. (Honours) courses designed according to the National Curriculum Framework (NCF). Additionally, the MBA programme in ODL mode was introduced in 2025–2026.

For academic and administrative support, MANUU has established a wide network of nine Regional Centres (Bengaluru, Bhopal, Darbhanga, Delhi, Kolkata, Mumbai, Patna, Ranchi, and Srinagar), six Sub-Regional Centres (Hyderabad, Lucknow, Jammu, Nuh, Varanasi, and Amravati), and an Extension Centre at Vijayawada. Over 160 Learner Support Centres (LSCs) and 20 Programme Centres function under these centres.

CDOE extensively uses ICT tools and conducts admissions exclusively online. Soft copies of SLMs are available on the CDOE website, along with links to audio and video lectures related to MBA (Distance and Online Learning) courses. Students are also supported through email and WhatsApp groups for timely updates regarding course registration, assignments, counselling, and examinations. In addition to regular counselling, remedial online sessions are organized for students who seek further academic guidance.

The MBA (Distance and Online Learning) Programme aims to make management education through Urdu more accessible, inclusive, and professionally relevant, providing learners from diverse backgrounds with high-quality academic content and practical skills for success in their professional careers.

Prof. Mohd Razaullah Khan
Director, CDOE, MANUU

Introduction to the Course

In the Master of Business Administration (MBA) curriculum, Ability Enhancement Courses (AECs) play a vital role in strengthening the applied, analytical, and managerial capabilities of learners. The course Enterprise Analysis, offered as an Ability Enhancement Course in the first semester, aims to cultivate a practical understanding of how real-world business organisations operate and evolve.

This course bridges theoretical learning with corporate practice by engaging students in the systematic study of an enterprise. It introduces learners to key dimensions such as organisational structure, leadership, market presence, technological adaptability, financial performance, and corporate social responsibility. By analysing these aspects through authentic data drawn from annual reports, official websites, and financial disclosures, students gain meaningful insights into business realities.

The mini project serves as the central learning exercise of the course. It enables students to apply classroom concepts to a real organisation, thereby developing essential skills in research, analysis, interpretation, and professional report writing.

By the end of this course, students will be equipped to analyse business enterprises from multiple perspectives, appreciate their role in the economy, and draw reasoned conclusions about their strategies and performance. In doing so, Enterprise Analysis not only enriches academic learning but also prepares future managers for evidence-based decision-making and responsible leadership in the corporate world.

Prof. Mohd Razaullah Khan
Course Coordinator

Enterprise Analysis

In today's dynamic business world, theoretical knowledge alone is not sufficient to shape competent managers and capable leaders. It must be supported by real-world understanding of how enterprises function and respond to market forces. This course 'Enterprise Analysis' is designed with this idea in mind, aiming to enable students to bridge classroom learning with corporate reality. Through hands-on exploration of an actual business organization, students will learn the nuances of the working of enterprises.

This course introduces students to the fundamental components that define and drive an enterprise. This will include its history, structure, leadership, market presence, financial performance, and social responsibilities. The main objective is to provide students with a structured framework to study a real-world company of their choice which must preferably be a public limited company incorporated in India. Through this exercise, students will gain insights into the company's operational strategy, financial decision-making, governance practices, technological adaptability, and stakeholder engagement.

As part of this course, each student is required to prepare a mini project titled "A Mini Project on Enterprise Analysis – A Case of XYZ Company Ltd." This project report must be written in **English** and must comprehensively cover all the prescribed elements of enterprise study. Students will analyse the selected organization from multiple perspectives: historical, managerial, strategic, financial, technological, and ethical.

The mini project serves two purposes: it provides a platform for applying theoretical concepts in a practical setting and helps students develop essential skills such as critical thinking, data analysis, research, and professional reporting. The report is to be submitted in the prescribed format and will be evaluated alongside other assignments in the first semester of the MBA programme. Evaluation of the mini project report will be done on the basis of how well, in-depth, and logically the analysis is done.

انٹرپرائز تجزیہ میں کمپنی یاانٹرپرائز کے عملی کام کو سمجھنا شامل ہے۔ طالب علم سے توقع کی جاتی ہے کہ وہ ایک منتخب انٹرپرائز کے آپریشنز کا مطالعہ اور تجزیہ کرے اور ایک منی پروجیکٹ تیار کرے جس کا عنوان ہے " A Mini Project on Enterprise Analysis - A Case of XYZ Company Ltd"۔ یہ رپورٹ انگریزی میں لکھی جانی چاہیےاوراس میں منتخب تنظیم کے تمام متعلقہ پہلوؤں کا جامع طور پراحاطہ کرناچاہیے۔اسے ایم بی اے پروگرام کے پہلے سمسٹر کے دوران دیگراسائنمنٹس کے ساتھ تشخیصی عمل کے حصہ کے طورپر مقررہ فارمیٹ میں جمع کرایاجاناہے۔ تشخیص پیش کردہ پراجیکٹ رپورٹ کے معیاراور مکمل ہونے پر مبنی ہوگی۔

Unit 1 - Selection of Enterprise for Study

In this stage, the student will select the enterprise or organization he/she wants to study as a case. The following steps are to be followed for the same.

1. **Introduction of the selected enterprise:** The student must select an Indian enterprise, preferably a public limited company. This enterprise will be the subject of a detailed case analysis aimed at understanding its commercial functions, management structure, and resource utilization. The student is expected to examine the chosen company from multiple perspectives, applying both theoretical and practical insights.
2. **Enterprise history and background:** Once the enterprise is selected, the student must conduct a thorough study of its historical development - from its inception or promotion stage to its current status. The analysis should trace the organization's growth over the years, along with data related to total revenue, expenditure, income, liabilities, and assets. The student should also review the company's annual accounts to evaluate its financial journey and current performance. This historical overview is intended to enhance the student's understanding of the enterprise's year-on-year progress and strategic evolution.
3. **Original and current promoters:** Promoters play a pivotal role in establishing an enterprise. In the context of a joint stock company in India, the promotion stage marks the conversion of a business idea into a practical proposal and incorporation project. The report should include a detailed account of both the proprietor(s) as well as the current promoters managing its operations. It should also include relevant information on the promoter group or collaborators involved in the enterprise's formation and growth.
4. **Business group or business family affiliation:** If the selected enterprise is part of a larger conglomerate or business group, the student should examine how well it represents the values and guiding principles of that group. The analysis should include the background, reputation, business philosophy, and diversification strategy of the parent business house as well. If the enterprise is a standalone entity, this should be mentioned along with an explanation of its independent position within the industry. In cases where the company is a subsidiary of a multinational corporation or operates as part of a joint venture, those details must also be included.

5. **Vision, mission, and philosophy:** Every company runs with clear objectives and a set of long-term plans. The student has to review the Vision Statement of the chosen organisation, which lists its strategic orientation and long-term goals. Analysing the mission statement helps one to grasp the present emphasis, operational strategy, and short-to- medium term goals of the company. Apart from this, the student should investigate the fundamental values, guiding ideas, cultural standards, and ethical obligations of the organisation. The vision, mission and philosophy are generally found on the official website of the company or in its annual reports. The mini project report should include the exact vision and mission statements together with a careful study of how these ideas fit the operations and business plan of the company.
6. **Values and quality policy:** Corporate values capture the ethical framework and behaviour standards maintained by a company. The student is supposed to investigate the following fundamental values of the chosen company: integrity, customer focus, innovation, respect, responsibility, and teamwork. These principles determine the corporate culture as well as the interaction of the business with its stakeholders. A company's Quality Policy expresses the organisation's dedication to excellence and client happiness. To formally organise their quality control systems, many businesses use internationally accepted guidelines as ISO 9001 or Six Sigma. The student should find out whether the business possesses any such credentials and how these are put to use. The project report should show how the values and quality standards of the company support its reputation, credibility, and ongoing success.

اکائی 1 میں طلباء نے کسی ایک منتخب شدہ ادارے کے مطالعہ کے لیے بنیادی رہنما اصولوں کو سمجھا۔ اس اکائی کے ذریعہ طلباء کو ادارہ کی تاریخ، پس منظر، اصل و موجودہ پروموٹرز، اس کے وابستہ بزنس گروپ یا خاندانی پس منظر، وژن، مشن، فلسفہ، اقدار اور کوالٹی پالیسی کو تفصیل سے جانچنے کا موقع ملا۔ یہ ابتدائی معلومات ادارہ کے مجموعی تجزیہ کی بنیاد فراہم کرتی ہیں، اور طلباء کو کاروباری اداروں کے قیام، ترقی، اخلاقی اقدار اور معیار سے متعلق پالیسیوں کی بہتر سمجھ حاصل ہوتی ہے۔ اس مطالعہ کے ذریعہ طلباء تحقیق، تجزیہ اور مشاہدہ کی مہارتوں کو فروغ دے سکتے ہیں جو آگے آنے والی اکائیوں میں کارآمد ثابت ہوں گی۔

Unit 2 - Brief Profile of the Management

In this unit, students explore the leadership and strategic vision of the selected enterprise. By studying the individuals who lead the organization, students gain an understanding of the company's decision-making process. The analysis should focus on their educational backgrounds, professional experience, leadership styles, and significant contributions to the enterprise's growth and direction.

Understanding leadership is incomplete without evaluating the company's commitment to society. Therefore, this unit also requires students to examine the organization's Corporate Social Responsibility (CSR) initiatives. Additionally, the unit covers the enterprise's technical and strategic collaborations—both national and international—as well as any recent mergers and acquisitions. These areas of study reveal how external partnerships and structural changes influence the enterprise's innovation, competitiveness, and ethical standing.

اس یونٹ میں طلباء منتخب کردہ انٹرپرائز کی قیادت اور اسٹریٹجک وژن کو دریافت کرتے ہیں۔ تنظیم کی قیادت کرنے والے افراد کا مطالعہ کرنے سے، طلباء کمپنی کے فیصلہ سازی کے عمل کی سمجھ حاصل کرتے ہیں۔ تجزیہ کو ان کے تعلیمی پس منظر، پیشہ ورانہ تجربہ، قائدانہ انداز، اور انٹرپرائز کی ترقی اور سمت میں اہم شراکت پر توجہ مرکوز کرنی چاہیے۔

معاشرہ سے کمپنی کی وابستگی کا اندازہ کیے بغیر قیادت کو سمجھنا نامکمل ہو گا۔ لہذا یہ یونٹ طلباء سے تنظیم کے کارپوریٹ سماجی ذمہ داری (CSR) کے اقدامات کی جانچ پڑتال کرنے کا بھی تقاضا کرتا ہے۔ مزید برآں، یہ یونٹ قومی اور بین الاقوامی انٹرپرائز کے تکنیکی اور تزویراتی تعاون کا احاطہ کرتا ہے۔ نیز کسی بھی حالیہ انضمام اور حصول کا بھی تذکرہ کرتا ہے۔ مطالعہ کے یہ شعبے ظاہر کرتے ہیں کہ کس طرح بیرونی شراکتیں اور ساختی تبدیلیاں انٹرپرائز کی اختراع، مسابقت، اور اخلاقی حیثیت کو متاثر کرتی ہیں۔

1. **Profiles of the Chairman, CEO, MD, and Board Members:** After selecting the enterprise, the student must prepare profiles of the top leadership team which includes the Chairman, Chief Executive Officer (CEO), Managing Director (MD), and the Board of Directors. These are the people who influence the strategic and operational direction of the company. The aim is to know their backgrounds both personally and professionally and how their leadership has helped the company to flourish. The profiles should include the following details:
    a. Full name and current designation
    b. Educational qualifications

c. Previous work experience and positions held
d. Duration of association with the enterprise
e. Awards, recognitions, or notable achievements
f. Insights into their leadership style or strategic vision

This information can be taken from annual reports, the company's official website, business magazines, interviews, news articles, or YouTube videos, if available. While the profiles should be brief, they must highlight significant career milestones and the individual's role in leading the enterprise.

2. **Corporate Social Responsibility (CSR) Initiatives:** Now, the student should take a close look at how the organization contributes to society through its Corporate Social Responsibility (CSR) efforts. CSR shows a company's sense of responsibility towards the social, economic, and environmental aspects of the communities in which it operates. It is not just a legal obligation but also an important part of ethical and sustainable business practices today.

   The student should examine the key CSR initiatives undertaken by the enterprise in recent years. These might include efforts like improving access to education and healthcare, supporting environmental protection, empowering women and underrepresented groups, or running rural development and skill-building programs.

   The report should also mention how much the company has spent on CSR activities, as required by the Companies Act, 2013. Most public companies provide this information in their annual reports or publish dedicated CSR reports that outline their goals, projects, and achievements. The student must highlight the most significant initiatives and reflect on the difference they have made to society.By analysing CSR practices, the student will better understand how leadership integrates ethical values and social responsibility into the day-to-day functioning and long-term vision of the business.

3. **Technical and Strategic Collaborations:** In today's connected world, no business grows in isolation. Companies team up with other organisations both in India and abroad. This helps boost innovation, improve products, and expand their presence in the market. As part of this unit, students should look into the technical and strategic partnerships that the selected enterprise has formed. These collaborations can play a big role in shaping the company's technology, product offerings, and overall reach.

   The report should provide information on the following:

   a. Name(s) of collaborating organisation(s)

b. Nature of the collaboration (e.g., technical know-how, joint venture, licensing agreement, research partnership)
c. Country of origin of the partner (if international)
d. Year the collaboration was initiated
e. Objectives and intended outcomes
f. Actual impact on the enterprise's operations, efficiency, or innovation.

Technical collaborations may include sharing advanced machinery, digital tools, production technologies, or R&D expertise. In some cases, companies partner with universities or research institutions for innovation-driven growth. The student should also consider non-technical partnerships such as market entry alliances, co-branding and marketing agreements, supply chain or logistics collaborations, and partnerships focused on sustainability or social development. he student can find this information in company press releases, annual reports, financial disclosures. The student's report should explain how such partnerships contribute to the enterprise's strategic goals and enhance its competitiveness.

4. **Recent Mergers and Acquisitions:** Mergers and acquisitions (M&A) are major strategic moves undertaken by companies to achieve rapid growth, enter new markets, strengthen capabilities, or eliminate competition. The student must identify any recent M&A activities involving the selected enterprise and assess their significance. The report should include the following details:
   a. Name of the acquired or merged company
   b. Year or date of the transaction
   c. Nature of the deal (e.g., merger, acquisition, stake purchase, asset acquisition)
   d. Financial value of the deal (if publicly available)
   e. Strategic purpose (e.g., diversification, market expansion, technology acquisition)
   f. Impact on the enterprise's financial performance, market share, or operations

   Students should also note any post-merger changes, such as integration of business operations or teams, rebranding or structural changes, new product or service offerings and entry into new regions or customer segments.

   This information is available in investor presentations, annual reports, stock exchange filings, and financial newspapers. If the enterprise has not engaged in any M&A activity recently, the student should mention this, along with any publicly known intentions for future mergers or acquisitions.

Unit 3 - Structure of Enterprise

This unit will help students to explore the internal structure and global presence of the selected enterprise. The student must study the company's organisational structure and learn about its hierarchy, departments and how its reporting systems are arranged. Beyond the internal setup, the student should also trace the company's geographical footprint, starting from its original location to its current spread across India and international markets.

The student should check whether the enterprise holds any international certifications as these reflect its commitment to quality, safety, and global standards. An evaluation of the company's digital presence is also important. This will include its official website, social media activity, and overall branding on online platforms.

The student should also study the company's initiatives in areas like gender diversity, social inclusion, and environmental sustainability. These reflect how the organization views its role in society and how seriously it takes its social responsibilities. Lastly, the student should explore the company's current talent requirements and the way it presents itself as an employer. All this information is generally available on the company's website.

یہ یونٹ طلباء کو منتخب انٹرپرائز کی اندرونی ساخت اور عالمی موجودگی کو دریافت کرنے میں مدد کرے گا۔ طالب علم کو کمپنی کے تنظیمی ڈھانچے کا مطالعہ کرنا چاہیے اور اس کے درجہ بندی، محکموں اور اس کے رپورٹنگ کے نظام کی ترتیب کے بارے میں جاننا چاہیے۔ اندرونی سیٹ اپ کے علاوہ، طالب علم کو کمپنی کے جغرافیائی پہنچ یعنی اس کے اصل مقام سے شروع ہو کر ہندوستان اور بین الاقوامی منڈیوں میں اس کے موجودہ پھیلاؤ کے نقش کو ٹریس کرتا ہے۔

طالب علم کو یہ دیکھنا چاہیے کہ آیا انٹرپرائز کے پاس کوئی بین الاقوامی سرٹیفیکیشن موجود ہے کیونکہ یہ معیار، حفاظت اور عالمی معیارات کے لیے اس کی وابستگی کی عکاسی کرتے ہیں۔ کمپنی کی ڈیجیٹل موجودگی کا جائزہ لینا بھی ضروری ہے۔ اس میں اس کی آفیشل ویب سائٹ، سوشل میڈیا سرگرمی، اور آن لائن پلیٹ فارمز پر مجموعی طور پر برانڈنگ شامل ہوگی۔

طالب علم کو صنفی تنوع، سماجی شمولیت، اور ماحولیاتی پائیداری جیسے شعبوں میں کمپنی کے اقدامات کا بھی مطالعہ کرنا چاہیے۔ یہ اس بات کی عکاسی کرتے ہیں کہ تنظیم معاشرہ میں اپنے کردار کو کس طرح دیکھتی ہے اور اپنی سماجی ذمہ داریوں کو کتنی سنجیدگی سے لیتی ہے۔ آخر میں،

طالب علم کو کمپنی کی موجودہ ٹیلنٹ کی ضروریات اوراس کے اپنے آپ کو بطور آجر پیش کرنے کے طریقہ کو تلاش کرنا چاہیے۔ یہ تمام معلومات عام طور پر کمپنی کی ویب سائٹ پر دستیاب ہوتی ہیں۔

All the above-mentioned features are explained below:

1. **Organizational Structure/ Organogram:** Understanding a company's internal structure is important to evaluate how it functions and makes decisions. The student should begin by examining the organizational setup, including the hierarchy, key departments, and reporting systems. A visual organogram (organizational chart) helps map how teams and roles are interconnected. If not available publicly, the student can create it based on company reports or leadership details.
2. **Geographical footprint:** The term "footprint" refers to the locations where the company operates. It could be both in India and globally which may include offices, factories, service centres, and other physical facilities. The student should study the company's footprint from its original location at inception to its current operations across the country and abroad. In doing so, the student should identify the head office, major service or manufacturing units, and any regional or international branches. A simple map or timeline can help visualize this expansion.
3. **Headquarters and key locations:** The student must identify the location of the company's global headquarters and its main Indian corporate office. He/she should also check if there are regional headquarters, and whether the company follows a centralized or decentralized model. Students should also mention details on the company's manufacturing plants, service centres, or R&D hubs both within India and internationally. Look for industrial zones, SEZs, or high-employment locations where the company has a strong physical presence.
4. **Certifications:** The student should check if the enterprise holds any key certifications such as ISO 9001 (quality), EMS (environment), FDA (health compliance), or CMMI (software/process maturity). These show the company's commitment to high standards and global credibility. The year of certification and its relevance to the company's operations should also be noted.
5. **Online presence:** The company's digital presence is as important as its physical presence. The student should explore the structure and content of its website. He/she should also

check the company's activity on social media, mobile apps, or e-commerce platforms, if applicable. The student can look for how often the content is updated, the tone of communication, and user engagement levels.

6. **Initiatives towards gender diversity and social inclusion:** The student should assess the company's efforts in promoting gender diversity and social inclusion. This may include policies for equal opportunity hiring, maternity benefits, prevention of harassment, and programs for empowering women or underrepresented communities. Employment of persons with disabilities and community outreach projects are also key indicators.
7. **Initiatives towards environment conservation:** Look for company initiatives focused on environmental conservation—such as waste reduction, water conservation, use of renewable energy, or green certifications. These can usually be found in sustainability or CSR reports and reflect the company's approach to responsible business.
8. **Current talent needs:** To understand the company's strategic priorities, students should explore current job postings, the skills in demand, and any emphasis on future-oriented roles (like digital transformation or ESG). Information can be found on the careers page, LinkedIn, or in company press releases.
9. **Key highlights of the company's website:** Lastly, students should note key features of the company's website - how informative and user-friendly it is, whether it includes important sections like leadership, media, or investor updates, and how well it integrates with other digital platforms. This offers a glimpse into the company's branding, communication, and customer engagement strategies.

Unit 4 – Markets

In this unit, the student will discuss about the market-facing side of the enterprise. One can tell how well a company is doing in its field by looking at how it places itself in the market, who its customers are, and how it makes its brand stand out. The student is supposed to look at the company's main customers, clients, product categories, and flagship brands.

An important part of this unit is looking at the company's market share across the country and in different areas or product lines. This lets the student figure out how strong the brand is in different areas and where they might be able to grow. One more thing to pay attention to is branding. The student should identify the enterprise's logo, main slogan or tagline, and the advertising firm that works with it. These things have a big impact on how people see the enterprise and how loyal your customers are. Lastly, the student should look into the business's strategic alliances and agreements over the last 5 years. These partnerships - whether they are for technology, marketing, the supply chain, or new ideas - have a big effect on how well businesses do. If the business has recently merged or bought another company, the student should also include that information because it shows big changes in the company's strategy.

اس یونٹ میں طالب علم انٹرپرائز کے بازار کا سامنا کرنے والے پہلو کے بارے میں بات کرے گا۔ کمپنی کا اپنے شعبہ میں اچھی کارکردگی کا مظاہرہ دیکھ کر یہ بتایا جا سکتا ہے کہ وہ خود کو مارکیٹ میں کیسے پیش کرتی ہے، اس کے گاہک کون ہیں، اور وہ اپنے برانڈ کو کیسے نمایاں کرتی ہے۔ طالب علم کو کمپنی کے مرکزی کلائنٹس، مصنوعات کے زمرے، اور فلیگ شپ برانڈز کو دیکھنا چاہیے۔ اس یونٹ کا ایک اہم حصہ ملک بھر میں اور مختلف شعبوں یا product lines میں کمپنی کے مارکیٹ شیئر پر مرکوز ہے۔اس سے طالب علم کو اندازہ ہوتا ہے کہ مختلف علاقوں میں برانڈ کتنا مضبوط ہے اور وہ کہاں ترقی کر سکتے ہیں۔ ایک اور چیز جس پر توجہ دینے کی ضرورت ہے وہ ہے برانڈ نگ۔طالب علم کو انٹرپرائز کا لوگو، مرکزی نعرہ یا ٹیگ لائن اور اس کے ساتھ کام کرنے والی اشتہاری فرم کی شناخت کرنی چاہیے۔ان چیزوں کا اس بات پر بڑا اثر پڑتا ہے کہ لوگ کس طرح انٹرپرائز کو دیکھتے ہیں اور گاہک کتنے وفادار ہیں۔ آخر میں طالب علم کو گزشتہ 5 سالوں میں کاروبار کے اسٹریٹجک اتحاد اور معاہدوں کو دیکھنا چاہیے۔یہ شراکت داریاں-چاہے وہ ٹیکنالوجی، مارکیٹنگ، سپلائی چین، یا نئے آئیڈیاز کے لیے ہوں-اس بات پر بڑا اثر ڈالتی ہیں کہ کاروبار کتنا اچھا کام کر رہا ہے۔اگر کاروبار نے حال ہی میں کسی اور کمپنی کو ضم کیا ہے یا اسے خریدا ہے، تو طالب علم کو وہ معلومات بھی شامل کرنی چاہیے کیونکہ یہ کمپنی کی حکمت عملی میں بڑی تبدیلیوں کو ظاہر کرتی ہے۔

1. **Major customers:** The students should identify the company's major customers. These are the entities who contribute significantly to its revenue, volume, or market influence. These could include:
    a. Retail consumers (for B2C businesses)
    b. Corporate clients and institutional buyers (for B2B businesses)
    c. Government agencies or public sector undertakings
2. **Customer segments:** The student should classify the company's target customers based on:
    a. Demographics: Age, income level, gender
    b. Geography: Urban vs. rural, region-wise markets
    c. Consumer behaviour: Frequency of purchase, brand loyalty
    d. Industry sectors (for B2B): Healthcare, automotive, education, etc.
3. **Products:** Analyse the core products or services that form the heart of the company's offerings. The student should:
    a. List flagship products or services
    b. Note their value proposition and relevance in the market
4. **Product lines:** The Student should outline how the company organizes its offerings into distinct product lines such as:
    a. Home care, food and beverages, electronics, etc.
    b. Business segments or verticals in B2B settings (e.g., consulting, IT services)
5. **Major brands:** The student should identify major brands associated with the company and group them under relevant product lines, which are:
    a. Well-known national and international brands
    b. Heritage or legacy brands if applicable
6. **Market Share – Nationally, Region-wise, Product-wise:** Evaluate the company's position in the market using:
    a. National rankings among competitors
    b. Region-wise strength and penetration
    c. Product-wise share in different categories

    If exact figures are not available, estimates from market research or investor reports can be used.

7. **Advertising agency:** The student should find out which advertising or creative agency handles the company's promotional activities. This includes:
    a. Current agency and past notable collaborations
    b. The agency's role in shaping the brand image
8. **Advertising punch line / slogan:** Study the slogan or tagline the company uses in its advertising. The student should include:
    a. Current slogan and its meaning
    b. Past slogans (if relevant)
    c. What the slogan conveys about the brand's personality
9. **Logo:** The company's logo reflects its visual identity. The student should describe the following:
    a. Design elements (colour scheme, font, symbols)
    b. Changes over time, if any (rebranding)
    c. How consistently it is used across digital and physical platforms
10. **Key Alliances in the Past 5 Years & Impact:** Identify strategic partnerships the company has formed recently. These may include:
    a. Technology collaborations
    b. Joint ventures (domestic or international)
    c. Branding or co-marketing initiatives
    d. Supply chain partnerships

    For each alliance, mention:
    a. Partner organization name
    b. Purpose of the partnership
    c. Year it was formed
    d. Strategic outcomes (e.g., product innovation, market expansion)
11. **Mergers & Acquisitions (If Any):** Explore whether the enterprise has engaged in M&A activities. This includes:
    a. Full mergers or acquisitions
    b. Minority or majority stake purchases

    For each case, students should provide:
    a. Name of the acquired or merged company
    b. Year and sector of the transaction

c. Strategic purpose (e.g., diversification, technological edge)
d. Post-merger impact (on brand, market, operations)

If no recent M&A activity is found, the student should state this clearly and mention any announced future plans.

Unit 5 - Technological developments

In today's fast-changing business landscape, one of the biggest challenges enterprises faces is staying relevant in the face of disruptive innovations. These are not just minor improvements in technology or service delivery but they are game-changers. Disruptive innovations replace older products, services, or processes with something faster, smarter, or more affordable, forcing companies to rethink how they operate.

As part of this unit, the student will examine how their chosen enterprise has been affected by such innovations. These may include cutting-edge technologies like artificial intelligence (AI), machine learning, automation, robotics, blockchain, or 3D printing. They could also stem from broader digital transformations such as mobile apps, cloud computing, e-commerce platforms, and online payment systems. In some cases, it is the emergence of new business models like subscription services, gig-based platforms, or direct-to-consumer brands - that reshapes the rules of the game.

This part of the study will reveal how the enterprise stays competitive and adapts to new market realities. It also shows the company's ability to think strategically, embrace innovation, and remain relevant in the face of change.

The student's task is to identify any disruptive force that has impacted the enterprise and analyse it from multiple angles:

- What was the innovation, and when did it emerge?
- How did it affect the enterprise—did it reduce demand, force operational changes, or require investments in new systems?
- Most importantly, how did the company respond? Did it resist change, adapt, build partnerships, or innovate on its own?

Take the retail sector as an example: the arrival of Amazon and Flipkart has pushed many traditional retailers to create their own online stores. In transportation, Uber and Ola revolutionized the way people hire taxis, forcing conventional services to modernize or fall behind.

The student can use sources such as news reports, interviews, technology briefings, and company announcements to support his/her analysis. Case studies showcasing the company's journey through disruption can add rich context.

آج کے تیزی سے بدلتے ہوئے کاروباری منظر نامہ میں کاروباری اداروں کو درپیش سب سے بڑے چیلنجوں میں سے ایک جدید اختراعات کے سلسلہ میں متعلقہ رہنا ہے۔ یہ ٹیکنالوجی یا خدمات کی فراہمی میں صرف معمولی بہتری نہیں ہیں بلکہ یہ گیم چینجر ہیں۔ جدید اختراعات پرانے پروڈکٹس، سروسز، یا عمل کو تیز، بہتر، یا زیادہ سستی چیز سے بدل دیتی ہیں، جو کمپنیوں کو دوبارہ سوچنے پر مجبور کرتی ہیں کہ وہ کیسے کام کرتی ہیں۔

اس یونٹ کے حصہ کے طور پر طالب علم اس بات کا جائزہ لیں گا کہ ان کا منتخب کردہ ادارہ اس طرح کی اختراعات سے کس طرح متاثر ہوا ہے۔ ان میں آرٹیفیشل انٹیلی جنس (AI)، مشین لرننگ، آٹومیشن، روبوٹکس، بلاک چین، یا D3 پرنٹنگ جیسی جدید ٹیکنالوجیز شامل ہو سکتی ہیں۔ وہ موبائل ایپس، کلاؤڈ کمپیوٹنگ، ای کامرس پلیٹ فارمز، اور آن لائن ادائیگی کے نظام جیسی وسیع تر ڈیجیٹل تبدیلیوں سے بھی جنم لے سکتے ہیں۔ کچھ معاملات میں، یہ نئے کاروباری ماڈلز کا ابھرنا ہے جیسے سبسکرپشن سروسز، گِگ پر مبنی پلیٹ فارمز، یا direct-to-consumer brands۔

مطالعہ کا یہ حصہ یہ ظاہر کرے گا کہ کس طرح انٹرپرائز مسابقتی رہتی ہے اور مارکیٹ کی نئی حقیقتوں کے مطابق کیسے ڈھلتی ہے۔ یہ کمپنی کی حکمت عملی سے سوچنے، اختراع کو اپنانے، اور تبدیلی کے دوران متعلقہ رہنے کی صلاحیت کو بھی ظاہر کرتا ہے۔

طالب علم کا کام کسی بھی جدید قوت کی نشاندہی کرنا ہے جس نے انٹرپرائز کو متاثر کیا ہے اور متعدد زاویوں سے اس کا تجزیہ کرنا ہے:

- Innovation کیا تھا اور یہ کب ہوا؟
- اس نے انٹرپرائز کو کیسے متاثر کیا- کیا اس نے demand کو کم کیا، آپریشنل تبدیلیوں کو مجبور کیا، یا نئے نظاموں میں سرمایہ کاری کی ضرورت ہوئی؟
- سب سے اہم بات، کمپنی نے کیسے respond کیا؟ کیا اس نے تبدیلی کی مزاحمت کی، موافقت کی، شراکت داری قائم کی، یا خود ہی اختراع کی؟

ریٹیل سیکٹر کو ایک مثال کے طور پر لیں: Amazon اور Flipkart کی آمد نے بہت سے روایتی خوردہ فروشوں کو اپنے آن لائن سٹور بنانے پر مجبور کیا ہے۔ نقل و حمل میں، Uber اور Ola نے لوگوں کے ٹیکسیوں کو کرایہ پر لینے کے طریقہ میں انقلاب پیدا کیا، اور روایتی خدمات کو جدید بنانے پر مجبور کیا۔

طالب علم اپنے تجزیہ میں معاونت کے لیے ذرائع جیسے کہ نیوز رپورٹس، انٹرویوز، ٹیکنالوجی بریفنگ، اور کمپنی کے اعلانات کا استعمال کر سکتا ہے۔ کمپنی کے سفر کی نمائش کرنے والے کیس اسٹڈیز بھرپور سیاق و سباق کو شامل کر سکتے ہیں۔

The contents of this unit should be discussed thus:

1. **Labor Unrest:** While technology drives transformation, it is people who keep the enterprise running. Problems not always come from the markets. They can sometimes come from within, especially when employees feel unheard or undervalued. Labor unrest refers to situations where employees express their dissatisfaction through strikes, protests or legal actions. Such disagreements are usually around wages, work conditions or company policies. The student should investigate whether the selected enterprise has faced any such unrest in recent years.

   If so, the report should outline:

   a. The nature of the incident (strike, dharna, protest, lockout, legal battle etc.)
   b. When it happened and what triggered it (e.g., layoffs, pay disputes, unsafe conditions)
   c. Which departments or staff groups were involved
   d. How management responded: did they negotiate, revise policies, or seek legal resolution?
   e. And finally, what was the impact: was production halted, was there media backlash or were there long-term changes in policy?

   If the company has not experienced any major unrest, that is also worth noting. In such cases, the student can highlight any proactive steps the company takes to maintain positive labour relations, like open-door policies, employee welfare programs, or collaboration with trade unions.

   Relevant data can be found through news archives, company reports, labour ministry updates, or even employee review platforms.

2. **Emerging potential competition through first generation entrepreneurs or global /local players:** In addition to responding to internal and technological challenges, enterprises must always be on the lookout for competition, especially from new players who bring fresh ideas and bold strategies. These competitors could be first-generation entrepreneurs, startups disrupting the status quo, or large global players expanding into new markets.

   The student's analysis should focus on:

   a. Who these emerging competitors are: what do they do, and what makes them stand out?

b. Which segment or product line they are targeting
c. Their strengths: maybe they are tech-savvy, offer better pricing or cater to niche needs
d. How this new competition is affecting the enterprise’s market share, pricing strategies or customer base
e. How the enterprise is responding: through new product launches, strategic shifts, partnerships or acquisitions.

A good example is the fintech sector. Traditional banks now face strong competition from digital-first companies like Paytm, PhonePe, and Razorpay. Likewise in consumer goods, regional brands are giving national brands a tough time by focusing on local tastes and pricing.

Students should consult market analysis reports, business media, startup tracking platforms, and industry newsletters to gather information.

Unit 6 - Financial Performance

This unit takes a close look at how the chosen enterprise has performed financially over the past 5 years. Understanding financial performance is key as it shows us how the company has grown, how profitable it is, what it is worth in the market, and how strong its overall financial health is.

As part of this unit, the student will gather and examine financial data from trustworthy sources like annual reports, stock exchange filings, or financial databases. The focus will be on key figures such as revenue, profit, market capitalization, segmented revenue streams and details provided by auditors.

The student will also explore the company's listing status on Indian stock exchanges like BSE or NSE, along with its scrip codes. If it is listed internationally, that should be covered too. A deeper discussion into share-related data is to be done, including the face value of shares, current market price, yearly highs and lows, P/E ratio, and the shareholding pattern.

یہ یونٹ اس بات کا بغور جائزہ لیتا ہے کہ گزشتہ 5 سالوں میں منتخب ادارہ نے مالی طور پر کیسی کارکردگی کا مظاہرہ کیا ہے۔ مالی کارکردگی کو سمجھنا کلیدی حیثیت رکھتا ہے کیونکہ یہ ہمیں دکھاتا ہے کہ کمپنی کی ترقی کیسے ہوئی ہے، یہ کتنی منافع بخش ہے، مارکیٹ میں اس کی کیا قیمت ہے، اور اس کی مجموعی مالی صحت کتنی مضبوط ہے۔

اس یونٹ کے حصہ کے طور پر طالب علم بھروسہ مند ذرائع جیسے سالانہ رپورٹس، اسٹاک ایکسچینج فائلنگ، یا مالیاتی ڈیٹا بیس سے مالیاتی ڈیٹا اکٹھا کریں گے اور جانچیں گے۔ آمدنی، منافع، مارکیٹ کیپٹلائزیشن، سیگمنٹڈ ریونیو سٹریمز اور آڈیٹرز کے ذریعہ فراہم کردہ تفصیلات جیسے اہم اعداد و شمار پر توجہ مرکوز کی جائے گی۔

طالب علم اس کے اسکرپ کوڈز کے ساتھ ساتھ ہندوستانی اسٹاک ایکسچینج جیسے BSE یا NSE پر کمپنی کی لسٹنگ کی حیثیت کا بھی پتہ لگائیں گے۔ اگر یہ بین الاقوامی سطح پر درج ہے تو اس کا احاطہ بھی کیا جانا چاہیے۔ حصص سے متعلق اعداد و شمار پر گہری بحث کی جانی چاہیے، بشمول حصص کی قیمت، موجودہ مارکیٹ کی قیمت، سالانہ اتار چڑھاؤ، P/E تناسب، اور شیئر ہولڈنگ پیٹرن۔

The following points show the contents to be included in this unit.

1. **Studying and presenting financial data:** Once the student understands the role of financial performance in evaluating an enterprise, it is time to dive into real data. This unit is all about applying what the student has learned by collecting, organizing, analysing, and presenting key financial figures from the last 5 years. These figures tell us the story of the

company's growth, efficiency, stability, and market position. The discussion will comprise of:

a. **Revenues:** Start with the total annual revenue—also called net sales or operating income—for each of the last five financial years. Look for growth trends or year-on-year fluctuations. Present this in a clear table and support it with a bar chart or line graph. The visual should make it easy to spot the story behind the numbers.
b. **Profitability:** This includes the net profit (Profit After Tax) and, if available, other indicators like Operating Profit. Try to observe how the profit figures have changed over time. Use profitability ratios if possible, and always visualize the trend with a graph. A good chart here can show more than words ever will.
c. **Market capitalization:** Capture the company's market capitalization as on the last date of each financial year. This gives a sense of how the market values the company. If possible, comment on what might have driven the changes like stock price movements, investor confidence, or market sentiment. Compare with industry peers if relevant.
d. **Segmented revenues:** Break down the revenue based on business segments—products, services, or geographical regions. Use pie charts or stacked bar graphs to show how each segment contributes. Highlight any notable shifts across the years, and what they might indicate about the company's strategy.
e. **Auditors:** Note the name of the statutory auditors for each year. If there was a change in auditors, mention it. Also, check whether the audit reports had any qualifications, remarks or red flags. This speaks to the company's transparency and governance practices.

Here is a clear method to show how to present the analysis. For each of the above financial elements:

- Create a simple, year-wise table
- Include graphs or charts to visualize trends
- Add a short note below each visual explaining your key takeaways
- Always mention the source of data, whether it is from annual reports, stock filings, or official websites.

2. **Listing Status and Scrip Codes on BSE & NSE:** Now that we are dealing with financials, it is also important to check if the company is listed on the stock market. Most major Indian

companies are listed on one or both of the national stock exchanges: BSE (Bombay Stock Exchange) and NSE (National Stock Exchange). listing details help one track share prices, volumes, disclosures, and investor activity. They also tell whether the company complies with stock exchange regulations which is a sign of credibility and stability. First, confirm whether your company is publicly listed. If it is, identify which exchange it trades on. Also, find its year of listing, and note anything unusual, like a demerger, delisting, or IPO listing history. Collect the following:

a. BSE Scrip Code: A numeric code used to identify companies on BSE
b. NSE Symbol: A short alphabetic code like TCS, INFY, or RELIANCE

Here is a sample:

- Company: Infosys Ltd.
- BSE Scrip Code: 500209
- NSE Symbol: INFY
- Listed On: Both BSE and NSE
- Year of Listing: 1993

You can find this data on:

- www.bseindia.com
- www.nseindia.com
- The company’s own Investor Relations page

3. **Global listings:** Some Indian companies are listed not just at home, but also on global exchanges. This gives them access to foreign capital, wider investor interest, and better brand recognition abroad. Check whether the enterprise is listed on any of these: NYSE or NASDAQ – USA, LSE – UK, LuxSE – Luxembourg, SGX – Singapore, or any other relevant market. These listings are usually in the form of ADR (American Depository Receipts) for U.S. markets and GDR (Global Depository Receipts) for others. The student should include the following:

   a. Name of the international exchange(s)
   b. Type of listing (ADR/GDR)
   c. Ticker symbol
   d. Year of listing (if available)
   e. Reason for listing internationally (e.g., fundraising, brand expansion)

   Example:

a. Name of the international exchange: NYSE
b. Type of listing: ADR
c. Ticker: INFY
d. Listing Year: 1999
e. Reason for listing internationally: For promoting India's IT industry

4. **Share-Related Indicators:** The final part of this section focuses on how the company is performing in the stock market. These numbers tell what investors think—and how that sentiment changes over time. The student should include:
    a. Face value: This is the basic value of a share as per the company's books—often ₹1, ₹2, ₹5, or ₹10. Find and mention the declared face value.
    b. Current market value: What is the company's latest share price? Check the NSE or BSE websites and record the price on a specific date for accuracy.
    c. Annual high-low: Track the highest and lowest share prices recorded in each of the last five years. Present this in a neat table.

    Sample:

Financial Year	High (₹)	Low (₹)
2018–19	920	610
2019–20	980	650
2020–21	1100	700
2021–22	1300	950
2022–23	1450	1000

    d. P/E Ratio: This tells how much investors are willing to pay for every rupee of earnings. Use this formula: P/E Ratio = Market Price / Earnings Per Share (EPS). Compare this with the industry average to understand if the stock is over- or under-valued.
    e. Shareholding pattern: Break down the ownership of the company. This includes: promoters, Foreign Institutional Investors (FIIs), Domestic Institutional Investors (DIIs), and public/retail investors.

Sample:

Category	Shareholding (%)
Promoters	52.34%
FIIs	20.15%
DIIs	15.20%
Public	12.31%

Use tables and charts wherever you can—and add a short analysis that brings out your insights. The numbers are important, but what you say about them matters just as much.

Online Resources:

https://ndl.iitkgp.ac.in/

https://www.coursera.org/specializations/business-analytics

https://nptel.ac.in/courses/110/105/110105089/

https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23

IMC MANUU:

https://www.youtube.com/playlist?list=PLK4auiSRQ36b1SJFByJ7Nc-x8HvaCSkrd

The sample format for the mini project report is given in the following pages. The student is required to prepare the report accordingly.

Mini Project Report

on

Enterprise Analysis- a case of XYZ Company Ltd

by

Student Name

Enrolment Number

Submitted to

Centre for Distance and Online Education

MAULANA AZAD NATIONAL URDU UNIVERSITY

(A Central University Established by an Act of the parliament in 1998)

(Accredited with A+ grade by NAAC)

Gachibowli, Hyderabad-500032, Telangana

Basic Company Profile

Name of the company: _____________________________

Domicile: ____

Registered office address: _________________________

Year of incorporation: ____________________________

Type of company: _______________________________

Nature of business: _______________________________

Authorized capital: ______________________________

Chairman: ______________________________________

Name of directors: _______________________________

Organizational Structure

Organizational chart / hierarchy:

(Attach a chart or describe the structure below)

Strategic Overview

Vision statement:

____

Mission statement:

____

Goals / objectives / policies / purpose/ values and quality policy:

____

Profiles of Management

Profiles of the Chairman, CEO, MD, and Board Members:

Corporate Social Responsibility (CSR) initiatives:

Technical and strategic collaborations:

Recent mergers and acquisitions:

Business Overview

Products / services offered:

(major customers, customer segments, major brands)

Organizational structure/ organogram:

Operations:

(Brief description of geographical footprint, departments, or processes)

Online presence:

(Brief description of the company's website and its social media)

Gender and social inclusion initiatives:

Environment consecration initiatives:

SWOT Analysis

Strengths:

-
-

Weaknesses:

-
-

Opportunities:

-
-

Threats:

-
-

Turnover:

____

Market share:

____

Future Plans

Short and long-term business strategies or plans:

____

Financial Reports (Last 5 Years)

Year	**Revenue (₹)**	**Net Profit (₹)**	**Market Capitalization (₹)**

Shareholding Pattern

Category	**Percentage (%)**
Promoters	
Public shareholders	
Institutional investors	
Others	

Visual Aids and Appendices

- SWOT analysis chart (insert table or infographic)

- Organogram chart (insert chart or attach as appendix – Excel, PowerPoint, etc.)

- Geographical presence map or timeline

- Any other supporting documents (e.g., brochures, website snapshots, financial statements excerpts)